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SECRETARY OF THE AIR FORCE**



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Personnel

***CHIEF MASTER SERGEANT OF THE
AIR FORCE, SENIOR ENLISTED
LEADERSHIP MANAGEMENT AND
AIR FORCE ENLISTED COUNCIL***

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This instruction implements Air Force Policy Directive 36-21, *Utilization and Classification of Military Personnel*. It establishes the selection and approval authority for the position of Chief Master Sergeant of the Air Force (CMSAF), Command Chief Master Sergeant (CCM) positions, and group superintendent positions. Additionally, this publication provides guidance on the Air Force Senior Enlisted Leader Council (AFSELC), Air Force Enlisted Council (AFEC), and Senior Enlisted Statesmen Council. This instruction is applicable to Regular Air Force (RegAF), Air National Guard (ANG), and the Air Force Reserve (AFR). This publication does not apply to the United States Space Force. In collaboration with the Chief of Air Force Reserve (AF/RE) and the Director of the ANG (NGB/CF), the Deputy Chief of Staff for Manpower, Personnel and Services (AF/A1) develops guidance and procedures for Chief Master Sergeant of the Air Force, Senior Enlisted Leadership Management, and Air Force Enlisted Council Programs. However, selected sections of this publication apply to only specific components as indicated. Ensure that all records generated as a result of processes prescribed in this publication adhere to Air Force Instruction 33-322, Records Management and Information Governance Program, and are disposed of in accordance with the Air Force Records Disposition Schedule which is located in the Air Force Records Information Management System.

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SUMMARY OF CHANGES

This interim change revises AFI36-2109 by (1) adding the Command Chief Master Sergeant (CCM) of the Air National Guard (ANG) as the designated functional manager for all ANG Command Chief Master Sergeants and Group Superintendents, (2) changing the organizational designation for the offices of the National Guard Bureau (NGB) responsible for management of ANG CCMs, (3) updating state, territory, district, and Joint Force Headquarters (JFHQ) requirements for management of ANG Command Chief Master Sergeants and Group Superintendents and (4) adding abbreviations and acronyms. A margin bar (|) indicates newly revised material.

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Chapter 1

CHIEF MASTER SERGEANT OF THE AIR FORCE

1.1. Overview. The CMSAF is the senior enlisted leader (SEL) in the United States Air Force.

1.1.1. The Chief of Staff, United States Air Force (CSAF) selects a Chief Master Sergeant (CMSgt) to perform duties as the CMSAF. Tenure of the CMSAF is determined by the CSAF. The CMSAF wears distinctive rank insignia. The CMSAF's chevron includes eight stripes with a laurel wreath surrounding a star in the lower blue field and the Great Seal of the United States of America and two stars in the upper field. The proper term of address is "Chief Master Sergeant of the Air Force" or "Chief."

1.1.2. Air Force Chief Master Sergeant Management Office (AF/A1LE or "Chiefs' Group") announces the assignment of the CMSAF position and notifies the losing Force Support squadron to process the assignment orders.

1.1.2.1. Special basic and retired pay rates for the CMSAF are set by law.

1.1.2.2. The reporting identifier for the CMSAF is 9C000.

1.1.3. In accordance with the Department of Defense (DoD) Order of Precedence, the CMSAF position is coded distinguished visitor Code 4 and AF 3-star precedence. At joint service events, the CMSAF comes before all 3-star generals. At AF-exclusive events, the CMSAF has precedence over all 3-star generals except the Assistant Vice Chief of Staff, United States Air Force.

1.1.4. In accordance with the DoD Order of Precedence, the former CMSAFs come before all other retired members of the same grade (E-9). At AF-exclusive events, former CMSAFs have precedence over all retired 3-star generals except former Assistant Vice Chiefs of Staff, United States Air Force.

1.1.5. The CMSAF is entitled, by virtue of official position, to an individual flag representing the official position within the government.

1.1.6. The CMSAF positional flag is 4 feet 4 inches by 5 feet 6 inches, divided equally by a diagonal line from upper left to lower right. The upper part is ultramarine blue and the lower part is white. The center of the flag displays the CMSAF insignia centered between four stars, with two ultramarine blue stars below on the white and two white stars above on the ultramarine blue. The flag is trimmed on three edges with a fringe of yellow, 2½ inches wide. (Figure 1.1)

Figure 1.1. Chief Master Sergeant of the Air Force Flag.



1.2. Roles and Responsibilities. The CMSAF serves as the personal advisor to the Secretary of the Air Force (SecAF) and the CSAF on all issues regarding the welfare, readiness, morale, proper utilization and professional development of the enlisted force. Additionally, the CMSAF:

- 1.2.1. Travels extensively to discuss AF concerns with Airmen and their families.
- 1.2.2. Serves on boards and committees for numerous organizations affecting Airmen.
- 1.2.3. Testifies before Congress and meets with members in all levels of government to discuss AF issues and concerns.
- 1.2.4. Consults with the Senior Enlisted Advisor to the Chairman, Joint Chiefs of Staff; Senior Enlisted Advisor of the United States Space Force; Sergeant Major of the Army; Sergeant Major of the Marine Corps; Master Chief Petty Officer of the Navy; and Master Chief Petty Officer of the Coast Guard on issues affecting all enlisted military members.
- 1.2.5. Engages with military leadership and dignitaries of foreign nations regarding theater security cooperation and building partner capacity efforts.
- 1.2.6. Represents the AF to the American public, professional organizations and the media.
- 1.2.7. Serves as the career field manager for all Command Chief Master Sergeants serving in reporting identifier 9E000.
 - 1.2.7.1. RegAF. AF/A1LE may be delegated duties as the functional manager by the CMSAF for all Command Chief Master Sergeants (9E000), Group Superintendents (9G100) and key developmental positions (9D100).
 - 1.2.7.2. ANG: The ANG CCM is the designated functional manager for all ANG Command Chief Master Sergeants (9E000) and Group Superintendents (9G100). The National Guard Bureau (NGB) Senior Enlisted Leader Management Office (NGB/SELMO) may be delegated duties as the functional manager by the ANG CCM for all ANG 9E000s and 9G100s. (T-1).
 - 1.2.7.3. AFR. Air Force Reserve Senior Leader Management (AF/REG) may delegate duties as functional manager by Air Force Reserve Command Command Chief (AFRC/CCC) for all AFR 9D100s, 9E100s, and 9G100s.
- 1.2.8. Manages the AF Order of the Sword Program. AF/A1LE, NGB/SELMO, and AFRC Directorate of Assignments may be delegated management authority for their respective component.
- 1.2.9. Performs other duties and manages programs as directed by the CSAF.
- 1.2.10. Promotes effective utilization of the chain of command and associated chain of communications.

Chapter 2

COMMAND CHIEF MASTER SERGEANT (CCM)

2.1. Position. The CCM is the key senior enlisted leader in the wing, numbered Air Force (NAF), major command (MAJCOM), direct reporting unit (DRU), field operating agency, or other similar organization and has a significant impact on all facets of the enlisted force. CCM position authorizations are subject to CMSAF review and approval by the AF/A1.

2.1.1. MAJCOMs may establish CCM positions only as follows:

2.1.1.1. One CCM for each MAJCOM headquarters.

2.1.1.2. One CCM for Headquarters National Guard Bureau (NGB/CFC). The Director of the ANG (DANG) establishes an ANG CCM position on the command staff and sets procedures for additional positions at subordinate organizations. The selection and tour length is determined by the DANG. **(T-1)**.

2.1.1.3. One CCM for each NAF, war fighting headquarters (HQ) or Air Force center with a command level of brigadier general or higher. When NAFs, war fighting HQs, Air Force centers only have one wing equivalent assigned, only one CCM is authorized for both organizations. In cases where the CCM serves more than one organization, the member's rater is the senior commander.

2.1.1.4. A maximum of two CCMs can be assigned to the Joint Force Headquarters (JFHQs) for each state, territory, and the District of Columbia. **Note:** JFHQs may have one state CCM and one state (Air or Army) Command Senior Enlisted Leader (CSEL). **(T-1)**.

2.1.2. Joint DoD agencies and other organizations not otherwise authorized a CCM position may process requests through the Directorate of Manpower, Organization, and Resources (AF/A1M), with coordination through AF/A1LE and CMSAF, and are subject to approval by the Deputy Chief of Staff for Manpower, Personnel, and Services (AF/A1).

2.1.3. US unified commands, subunified commands, and defense agencies may request a CCM to perform duties as their senior enlisted leader. AF/A1LE coordinates with AF/A1M and CMSAF to process requests.

2.1.4. The following agencies are responsible for review of all CCM authorizations every two years to ensure they continue to meet established guidelines:

2.1.4.1. RegAF: AF/A1LE and AF/A1.

2.1.4.2. AFR: AFRC/CCC and AFRC Director of Personnel (AFRC/A1).

2.1.4.3. ANG: ANG CCM (NGB/CFC) and NGB/SELMO. **(T-1)**.

2.1.5. AF/A1LE, AFRC/CCC, and NGB/CFC approve the award of reporting identifier 9E000 and the duty title "Command Chief Master Sergeant" for their respective components. Approved CCMs wear distinctive chevrons. **(T-1)**.

2.1.6. The duty title “Command Chief Master Sergeant” and the distinctive CCM chevron is only be used by CMSgts awarded reporting identifier 9E000 who are currently assigned to a valid CCM authorization. The proper term of address is “Chief Master Sergeant” or “Chief.”

2.1.6.1. CMSgts assigned to a joint organization are prohibited from using the duty title “Command Chief Master Sergeant” unless working in reporting identifier 9E000 in one of the organizations listed in [paragraph 2.1.3](#) Command Chief Master Sergeant is a title commonly used to identify CCMs and their sister service equivalents within the joint environment.

2.1.6.2. Retired CMSgts whose terminal assignment was as a CCM may wear the CCM chevron in all instances where the wear of the uniform is appropriate, according to AFI 36-2903, *Dress and Personal Appearance of Air Force Personnel*. Retiring CMSgts, whose terminal assignment was not as a CCM but who honorably completed a CCM tour, may request an exception to policy to wear the CCM chevron through:

2.1.6.2.1. RegAF: AF/A1LE.

2.1.6.2.2. ANG: NGB/SELMO.

2.1.6.2.3. AFR: AF/REG.

2.1.6.3. Retired CCMs still performing day-to-day duties in uniform in a retired status, such as high school JROTC instructors, cannot wear the CCM chevron while performing those specific duties.

2.1.7. All approved CCM positions use “CCC” as the standard functional office symbol (except those in unified commands). The ANG CCM position uses “CFC” as the functional office symbol to align with the DANG. **(T-1)**.

2.1.8. Organizations establishing new CCM positions ensure those office symbols are included in address indicating group 9360.

2.1.9. CCMs serving in reporting identifier 9E000 and performing duties in an authorized position are eligible to receive special duty assignment pay (SDAP). SDAP levels are set by the SDAP review board and are reviewed, validated, and adjusted as appropriate. Those filling the CCM role as an additional duty or temporary capacity are ineligible to receive SDAP.

2.2. CCM Selection Process.

2.2.1. Eligibility. CMSgts selected for CCM duty are exceptionally well qualified with a broad breadth of experience, significant supervisory and leadership experience and:

2.2.1.1. Have a physical appearance and military image in all uniform combinations that meet the highest standards expected of the most professional CMSgts.

2.2.1.2. Meet AF standards of good physical health and demonstrated consistent fitness levels at or above the minimum standard. Initial selection: CMSgts must have scored 80 or above on last two fitness tests, or 90 or above on most recent fitness test; no failure on any portion within the last 12 months. **(T-1)**.

2.2.1.3. Have the ability to speak clearly and distinctly.

2.2.1.4. Must be worldwide qualified (both deployment and assignment) and not have a permanent assignment limitation code “C3.” **(T-1)**.

2.2.2. RegAF Selection Process.

2.2.2.1. Central Screening Board. AF/A1LE conducts analyses and recommends time-in-grade and time-in-service requirements prior to each CCM screening board process based on the expected requirements and the pool of eligible CMSgts. Recommended eligibility rules are approved by AF/A1 and the CMSAF.

2.2.2.2. Once the list of eligible candidates is prepared, the list is forwarded to the owning organization to receive senior rater approval to compete for the selection board. Senior raters should conduct personal interviews and recommend, or non-recommend with justification, each CMSgt that meets eligibility based solely on suitability for CCM duty and mission requirements. Volunteer preferences should not be considered when making the decision to recommend. Recommendations by senior raters are made on the Chief's enlisted performance report.

2.2.2.3. AF/A1LE conducts the annual CCM screening board to create a formal candidate list.

2.2.2.4. Currently serving CCMs are considered "graduated" CCMs after successfully serving 12 months in the position. Graduated and currently serving CCMs are exempt from the screening board process. After coordination with AF/A1LE and the MAJCOM CCM, their commanders may make them available for CCM reassignment.

2.2.2.5. Graduated CCMs transitioning to non-CCM duty remain candidates for future CCM opportunities, provided the member is a volunteer for worldwide CCM reassignment (meets CCM eligibility criteria) with current senior rater concurrence. A CCM removed for cause or who did not successfully complete a CCM tour is not allowed to re-compete through the screening process.

2.2.2.6. CCMs selected for developmental positions remain eligible for future CCM opportunities while serving in the developmental position.

2.2.2.7. CCM candidate lists expire when the new CCM list is produced the following calendar year. Candidates already referred to commanders prior to the published list remain eligible until the hiring authority selects their CCM.

2.2.3. ANG Selection Process.

2.2.3.1. The DANG establishes component selection criteria and sets procedures to meet the needs of the organization. The DANG selects a Chief Master Sergeant to perform duties as the ANG CCM through a nominative process. The ANG CCM reports directly to the DANG and is a member of DANG's staff. **(T-1)**.

2.2.3.2. The adjutant general (TAG) selects the state CCM. The state CCM reports directly to TAG and is a member of TAG's staff. **(T-2)**.

2.2.3.3. The wing commander selects the wing CCM. The wing CCM reports directly to the wing commander and is a member of the wing commander's staff. **(T-2)**.

2.2.3.4. TAGs or wing commanders are expected to select CCMs from a panel process. When selecting the wing CCM, the state CCM should be a voting member of the selection panel with additional members added at the discretion of TAG or the wing commander. **(T-2)**.

2.2.3.5. CCM positions are advertised utilizing the state JFHQ processes to ensure all eligible candidates have an opportunity to apply. TAG determines package contents for members requesting consideration as a state CCM. The wing commander determines package contents for members requesting consideration as a wing CCM. **(T-2)**.

2.2.3.5.1. All CCM candidates must possess an associate's degree or higher from a nationally or regionally accredited academic institution. **(T-1)**

2.2.3.5.2. All CCM Chief Master Sergeant candidates must have previously attended the ANG Chief Master Sergeant Orientation Course (ANG CMSOC). **(T-1)**.

2.2.3.6. CCMs must be experienced and well broadened. Promotion-eligible Senior Master Sergeants will be considered on a case-by-case basis and only after all other options have been exhausted. **(T-2)**.

2.2.3.6.1. Selection of a promotion-eligible Senior Master Sergeant to serve as a CCM requires a waiver request memorandum outlining the justification for the Senior Master Sergeant to serve in the capacity of 9E000. **(T-1)**.

2.2.3.6.2. The waiver request memorandum for the promotion-eligible Senior Master Sergeant is required from the wing commander for wing CCM selections or TAG for state CCM selection through NGB/SELMO to the ANG CCM. **(T-1)**.

2.2.3.6.3. Senior Master Sergeants with an approved waiver must be promoted to Chief Master Sergeant prior to being assigned or assuming duties as a CCM. **(T-1)**.

2.2.3.6.4. Senior Master Sergeants with an approved waiver must attend the ANG CMSOC no later than six months from assignment to the 9E000 position. **(T-1)**.

2.2.3.6.5. **(Added)** The waiver request memorandum for the promotion-eligible Senior Master Sergeant selected to serve as a CCM must include the requesting organization's force management and development plan. **(T-1)**.

2.2.3.7. Currently serving CCMs are considered "graduated" CCMs after serving 18 months in the position. **(T-1)**.

2.2.4. AFR Selection Process. The AFR selection process aligns with the RegAF process with the following addition:

2.2.4.1. Effective upon the implementation date of the Air Force Reserve Command CCM screening board process, AFRC/CCC, in coordination with AF/REG, solicits applications from qualified CMSgts.

2.2.4.2. Currently serving CCMs are considered "graduated" CCMs after serving 18 months in the position.

2.3. RegAF Assignment Process.

- 2.3.1. AF/A1LE coordinates with owning or gaining senior raters as vacancies open.
- 2.3.2. CMSgts on the CCM candidate list remain eligible for other assignments and personnel actions in their core chief enlisted manager (CEM) code(s).
- 2.3.3. AF/A1LE provides hiring authorities at the wing level with a tailored list of candidates or graduated CCMs based on background and desired experiences. The hiring authority may request a CMSgt on the CCM list or a graduated CCM for by-name consideration.
- 2.3.4. Assignment Selection. AF/A1LE opens positions in Senior Leader Career Management System (SLCMS) and notifies MAJCOM CCMs for nominations.
 - 2.3.4.1. MAJCOM CCMs add or decline nominations (within 5 duty days).
 - 2.3.4.2. Candidates only compete for one CCM position at a time.
 - 2.3.4.3. AF/A1LE locks the names in SLCMS.
 - 2.3.4.4. Owning MAJCOM CCMs review each candidate and tailor the list as necessary (within 5 duty days).
 - 2.3.4.5. AF/A1LE verifies eligibility, deconflicts names and notifies hiring authority and MAJCOM CCM that names are available in SLCMS within 3 duty days.
 - 2.3.4.6. Hiring authority has 10 days to consider the nominees and make a selection.
 - 2.3.4.7. Hiring authorities should select CCMs from the nominees provided by AF/A1LE unless a by-name consideration is made. Commanders should coordinate hiring with MAJCOM CCMs. Exceptions must have CMSAF, MAJCOM commander (CC) and MAJCOM CCM concurrence. (T-1).
- 2.3.5. CCMs serving at the MAJCOM, NAF and center levels are sourced through a nominative process. AF/A1LE requests nominations of qualified CMSgts from individual MAJCOMs and COCOMs. All MAJCOM and COCOM nominations are combined to form a nominative slate which is forwarded to the office of the CMSAF for review then forwarded to the hiring authority for vetting and selection.
 - 2.3.5.1. All CCMs being nominated for joint or combined command SEL positions are approved by the MAJCOM CC prior to being nominated to AF/A1LE.
 - 2.3.5.2. CMSgts who decline selection for a specific CCM assignment will retire or separate in lieu of assignment. See AFI 36-2110, *Total Force Assignments*, for further guidance. (T-1).
- 2.3.6. AF/A1LE is responsible for coordinating and announcing all CCM selections.

2.4. ANG Assignment Process.

2.4.1. Candidates selected for assignment to a 9E000 position must attend the first available ANG Command Chief Master Sergeant Training Course (CCMSTC) no later than six months from assignment. (T-1). Selectees are authorized to wear the CCM chevron upon receiving a confirmed ANG CCMSTC training line number. (T-1).

Table 2.1. Funding for ANG Command Chief Master Sergeants (9E000).

Funding	Selection
9E000 (CCM) Positions are funded for:	TAG may select 9E000 (CCM) positions from:
ANG Enlisted – Resource Identifier Code (RIC)	ANG Enlisted – Drill Status Guardsman RIC 0128
	ANG Enlisted – Active Guard and Reserve RIC 0148
	ANG Title 32 – Civilian Technician RIC 0170

2.4.2. Selection by TAG of ANG enlisted Active Guard and Reserve (AGR) RIC 0148 or ANG Civilian Technician RIC 0170 requires reallocation of funding to meet the 9E000 authorization change. Further guidance on assignment placement is contained in AFI 36-2110. For assistance with funding exceptions, contact NGB/A1M, Manpower, Organization and Resources Division. For assistance with technician assignments, contact J1-TCP, Technician Personnel Management Division. (T-2).

2.4.3. Upon CCM selection, assigned state Military Personnel Management Office (MPMO) will send selection notification to NGB/SELMO. The state MPMO will ensure all AF Form 2096, *Classification/On-the-Job-Training Action*, requirements for assignment are accomplished. (T-1).

2.4.4. Upon assignment, the control and duty Air Force Specialty Codes (AFSCs) should reflect 9E000. CCMs are not permitted to perform duty outside of the 9E000 reporting identifier. (T-1).

2.5. AFR Assignment Process.

2.5.1. Air Force Reserve Senior Leader Management (AF/REG), in coordination with AFRC/CCC, coordinates with owning or gaining senior raters as vacancies occur.

2.5.2. CMSgts on the CCM candidate list remain eligible for other assignments and personnel actions in their core Chief Enlisted Manager (CEM) Code(s).

2.5.3. AF/REG, in coordination with AFRC/CCC, provides hiring authorities a list of candidate selection options and recommendations, including a tailored list of candidates and graduated CCMs based on background and experience.

2.5.4. Hiring authorities are expected to select CCMs from the provided candidate list.

2.5.5. AF/REG is responsible for coordinating and announcing all CCM selections.

2.5.6. CMSgts selected for assignment to a CCM position must attend the first available AFR or RegAF CCM orientation course no later than 12 months from selection. **(T-1)**. Selectees are authorized to wear the distinctive CCM chevron upon assignment into an authorized CCM position.

2.6. CCM Nominations to Joint and Combined Commands.

2.6.1. CCMs (current and past) and CCM candidates may be considered for joint and combined command SEL (CSEL) positions.

2.6.2. AF/A1LE tasks MAJCOM CCMs for input and CMSAF coordinates on all AF nominations for joint and combined command SEL positions.

2.6.3. If an AF nominee is selected as the joint and combined command SEL, CMSAF and AF/A1LE coordinate actions to establish an AF CMSgt authorization for the position.

2.6.4. CCMs being nominated for joint and combined command SEL positions are vetted by the CMSAF prior to being nominated.

2.6.4.1. ANG. CCMs being nominated for joint and combined CSEL positions are vetted through NGB/CFC prior to being nominated to AF/A1LE. **(T-1)**.

2.6.4.2. AFR. CCMs being nominated for joint and combined command SEL positions are vetted through AFRC/CCC prior to being nominated to AF/A1LE.

2.7. Tenure.

2.7.1. RegAF. Tenure for CCMs at wings, NAFs, DRUs and field operating agencies is at the discretion of the organization commander, but is normally two years, unless waived by the owning MAJCOM CC in coordination with the CMSAF. AF/A1LE coordinates extension requests with the owning senior rater to determine future utilization of the assigned CCM.

2.7.2. ANG. Tenure for CCMs is a minimum of two and a maximum of six years. Tenure up to six years is at the discretion of TAG for state CCM or wing commander for wing CCM. **(T-1)**

2.7.2.1. **(Added)** TAG or wing commander may request an extension beyond six years to meet state or wing mission requirements. Extension requests must be submitted to NGB/SELMO six months prior to the CCM tour termination. **(T-1)**.

2.7.2.2. **(Added)** NGB/SELMO coordinates with the ANG CCM for all extension requests. **(T-1)**. **Note:** Using these criteria, CCMs are eligible to do a consecutive tour that allows for three to six years as a wing CCM, followed by three to six years as a state CCM, followed by three to six years as a command SEL (CSEL).

2.7.3. AFR. CCMs serve a maximum of three years unless approved by AFRC Deputy Commander (AFRC/CD) or AFRC/CCC.

2.7.4. Tenure for AF CCMs serving as a joint and combined command SEL is at the discretion of the respective commander, normally three years in length.

2.7.5. Tenure for AF CCMs serving as a MAJCOM CCM is at the discretion of the respective commander, normally three years in length.

2.7.6. When necessary, commanders, in coordination with AF/A1LE, may appoint an interim CCM. AFR commander coordinates with AF/REG. Interim CCMs do not wear the distinctive chevron and are ineligible for CCM SDAP.

2.7.7. Removal for Cause: A commander may relieve a CCM if the commander loses confidence in a CCM. The relieving commander will ensure that the:

2.7.7.1. RegAF: MAJCOM CCM and AF/A1LE are notified. **(T-1)**.

2.7.7.2. ANG: ANG CCM (NGB/CFC) and NGB/SELMO are notified. **(T-1)**.

2.7.7.3. AFR: AF/REG is notified. **(T-1)**.

Chapter 3

CCM ROLES AND RESPONSIBILITIES

3.1. General CCM Roles and Responsibilities. The CCM is the SEL of the command at wing or higher levels and is a key member of the command's leadership team. A CCM is the commander's key enlisted advocate and advisor on operational effectiveness and the organization, training and equipping of enlisted Airmen. CCMs ensure the commanders' directions and policies are carried out and the Airmen understand and are dedicated to the mission of the command. CCMs are responsible for the professional development and proper utilization of the command's enlisted force. CCMs work in concert with other enlisted leaders such as group superintendents and first sergeants to oversee the readiness, training, health, morale, welfare, quality of life and force development of assigned personnel. Additionally, CCMs:

- 3.1.1. Provide general supervision of the organization's enlisted force.
- 3.1.2. Understand AF doctrine and core leadership competencies and communicate these to the force.
- 3.1.3. Understand the operation and mission of the organization and all subordinate elements and ensure the enlisted Airmen understand the command's mission and their role in executing that mission.
- 3.1.4. Represent the commander at various meetings.
- 3.1.5. Serve as active members of the crisis action team, senior staff, community action information board, integrated delivery system and other senior leader forums within the organization (RegAF only).
- 3.1.6. Serve as an active participant on appropriate advisory boards (e.g. base advisory, enlisted advisory council).
- 3.1.7. Regularly visit Airmen to include traveling to geographically separated subordinate units and elements.
- 3.1.8. Monitor the command's status of discipline and advise the commander on matters of compliance with AF standards, disciplinary actions, promotion withholds and ongoing investigations (i.e., inspector general, security forces, Office of Special Investigations and commander-directed) as necessary.
- 3.1.9. Establish and maintain rapport with commanders, other CCMs and senior enlisted personnel.
- 3.1.10. Maintain professional relationships with subordinate commanders and work in concert with them in order to accomplish the mission.
- 3.1.11. Interact with sister service counterparts.
- 3.1.12. Serve as a liaison to, and work closely with, the local community.
- 3.1.13. Ensure the enlisted force is trained, equipped and ready to meet deployment requirements.

3.1.14. Evaluate the quality of enlisted leadership, management and supervisory training by visiting, briefing, and attending panels for professional military education facilities, first term airmen centers, professional enhancement programs (enlisted, civilian and officer), professional organizations, career assistance advisors, and junior enlisted councils.

3.1.15. Review the curriculum and effectiveness of enlisted developmental programs.

3.1.16. Coordinate on communications impacting the enlisted force or base community.

3.1.17. Assist in the professional growth and mentoring of civilian and officer supervisors of enlisted, the organization's junior officers and new squadron commanders, as required.

3.1.18. Evaluate, oversee and support enlisted professional military education, retention efforts, professional enhancement programs, off-base recruiters' efforts, dormitory management and the base honor guard.

3.1.19. Serve on the Enlisted Force Distribution Panel. Advise the senior rater on aggregate force distribution for enlisted promotion recommendations and performance reports. Assist and advise in selection and nomination of enlisted Airmen for greater responsibility, to include the developmental special duty nomination process (RegAF only).

3.1.20. Manage the organization's Stripes for Exceptional Performers and SrA below-the-zone promotion programs (RegAF). Each state command chief or equivalent will develop a Stripes for Exceptional Performers II promotion program competitive selection process that is executable and accountable. **(T-2)**.

3.1.21. Maintain a comprehensive quarterly and annual recognition program including the 12 Outstanding Airmen of the Year selection process.

3.1.22. Actively lead in the organization's fitness program.

3.1.23. Perform other duties as required and directed by their commander.

3.1.24. Be familiar with and have input into air expeditionary force unit type code availability coding procedures, particularly enlisted coded billets and base air expeditionary force posturing criteria.

3.2. Wing CCMs. In addition to the general responsibilities of all CCMs, wing-level CCMs:

3.2.1. Coordinate quality of life and enlisted force issues with NAF, MAJCOM, and Air Force Personnel Center representatives.

3.2.2. Meet regularly with, mentor, and assist in the development of group superintendents and serve as the base-level functional area manager for group superintendents.

3.2.3. Oversee and advise the wing commander concerning enlisted promotions, inductions, recognition programs, Community College of the Air Force graduations, awards, and decorations. The CCM should compile information on a quarterly basis for tracking purposes.

3.2.4. Familiarize themselves with AFI 36-2113, *The First Sergeant*. Serve as their respective wing functional manager for first sergeants, to include oversight of their wing first sergeant special duty nomination process; if serving as a tenant unit CCM, work with the host wing CCM (installation functional manager) concerning all first sergeants assigned to their respective wing and geographically separated units; attend first sergeant council meetings.

3.2.5. Advise the wing commander on quality-of-life issues and concerns of the enlisted force.

3.2.6. In addition to the general responsibilities for all wing CCMs, ANG wing CCMs:

3.2.6.1. Maintain liaison with the wing commander, wing staff, and state CCM.

3.2.6.2. Advise and assist in the wing human resource advisor selection process.

3.2.6.3. Understand and participate in the wing force management plan concerning enlisted members.

3.2.6.4. Advise the wing commander concerning awards, decorations, and recognition programs. The CCM should compile information quarterly for tracking purposes.

3.2.6.5. Meet quarterly with ANG wing Directors of Psychological Health, chaplains, and Airman and Family Readiness program manager.

3.2.6.6. Work closely with wing recruiting and retention offices.

3.2.6.7. Work with the force support squadron to provide oversight of the ANG Airman Accession Management Program.

3.2.6.8. Forward all concerns to state, territory, District of Columbia, and to the ANG CCM as appropriate. (T-1).

3.3. Host Wing CCMs. In addition to the CCM responsibilities in [paragraph 3.1](#) and [paragraph 3.2](#), when tenant wings are assigned to an installation, host wing CCMs:

3.3.1. Manage the base-level recognition program and coordinate with tenant CCMs and units on feeder program requirements.

3.3.2. Serve as the installation functional manager for first sergeants; work with tenant wing CCM concerning all first sergeants assigned to each respective wing and geographically separated units supported by the installation; and ensure first sergeant council meetings are convened. Guidance on first sergeant program management is provided in AFI 36-2113.

3.3.3. Coordinate distinguished visitor visits with tenant CCMs and units when appropriate.

3.4. Tenant Unit CCMs. If more than one CCM is assigned to an installation, the tenant unit CCMs:

3.4.1. Communicate unique mission support requirements or unit capabilities to host wing CCM.

3.4.2. Inform host wing CCM of quality of life issues and coordinate with host wing CCM for resolution.

3.4.3. Coordinate with host wing CCM on dorm integrity and management issues.

3.4.4. Support base readiness pools and augmentation requirements.

3.4.5. Coordinate with host wing CCM to integrate tenant organization's recognition program into base-level program, as required.

3.4.6. Inform host wing CCM of distinguished visitor visits and share distinguished visitor opportunities with host wing.

3.4.7. Coordinate with host wing CCM on first sergeant issues and attend first sergeant council meetings. Guidance on first sergeant program management is provided in AFI 36-2113.

3.5. Deployed CCMs. In addition to the general responsibilities for all CCMs, deployed CCMs:

- 3.5.1. Complete pre-deployment training as required by unit type code and tasking location.
- 3.5.2. Understand the site's missions, functions, geography and force protection issues, and ensure necessary support is in place for the warfighter.
- 3.5.3. Oversee, monitor and resolve issues regarding Airmen, equipment bed-down, and site plans.
- 3.5.4. Coordinate issues with joint and combined counterparts to monitor and deconflict differing service regulations and instructions.
- 3.5.5. Give incoming forces a welcome brief and participate in the site's reception plan or "Right Start" welcome program.
- 3.5.6. Monitor reporting instruction violation trends and elevate to appropriate levels, as required.
- 3.5.7. Educate personnel on rank and precedence of joint and combined services.
- 3.5.8. Ensure the site has the appropriate number of authorized and assigned first sergeants and group superintendents.
- 3.5.9. Establish and manage a First Sergeants' Council, local Chiefs' Group, and other organizations as required, to work site issues.
- 3.5.10. Monitor awards, decorations and performance reports for deployed individuals.
- 3.5.11. Establish and manage a site detail program.
- 3.5.12. Annotate lessons-learned and complete and submit a trip report to reviewing authorities.

3.6. ANG CCMs. In addition to the general responsibilities for all CCMs, ANG state, territory and the District of Columbia CCMs:

- 3.6.1. Advise TAG/Assistant Adjutant General on quality-of-life issues and concerns of the enlisted Airmen. (T-2).
- 3.6.2. Maintain liaison with TAG, Assistant Adjutants General for Air and Army, the state command sergeant major, director of staff, and other JFHQ staff members. (T-2).
- 3.6.3. Provide advice and counsel to wing commanders, wing CCMs and other senior leaders. Act as functional manager for geographically separated unit first sergeants and manage the selection process of first sergeants.
- 3.6.4. Provide information to ANG/CCM concerning personnel training and manpower issues; effectiveness of AF, AFR and ANG programs; and quality-of-life issues having a significant impact on the enlisted force.
- 3.6.5. Advise the wing commander on selection process of new wing CCMs.
- 3.6.6. Guide, train and mentor wing CCMs.

3.6.7. Manage the Stripes for Exceptional Performers I & II program in accordance with AFI 36-2502, *Airmen Promotion/Demotion Programs*. State CCMs will manage this program to include advertising the program, boarding applicants, advising TAG on the board recommendations, forwarding selected packages to ANG for approval and following program term limits to ensure they are adhered to by the state. (T-1). State CCMs will manage future enlisted promotion or recognition packages unless indicated differently in the specific program. (T-2).

3.6.8. Understand and participate in the state force management plan concerning enlisted members, through selective retention and AGR continuation boards.

3.6.9. Make recommendations for improvement, expansion, and increased ANG wing enlisted involvement and command utilization; oversee the development of wing-wide standard operating procedures and other guides that further the understanding among enlisted personnel; and provide dynamic motivation for efforts toward attainment of readiness.

3.6.10. Forward all concerns and issues to state and wing senior leadership or the ANG CCM as appropriate. (T-1).

3.6.11. Seek opportunities and work closely with, or for, state partnership programs (SPPs) that foster noncommissioned officer (NCO) partnership with other nations. (T-2).

3.6.11.1. The state partnership program is a DoD security cooperation program, managed and administered by the Chief, National Guard Bureau, executed by the geographic combatant commands, and sourced by the National Guard of the states and territories.

3.6.11.2. This program supports the security cooperation objectives of the United States and the geographic combatant commands by developing enduring relationships with partner countries and carrying out activities to build partner capacity, improve interoperability, and enhance U.S. access and influence while increasing the readiness of the U.S. and partner forces to meet emerging challenges.

3.7. NAF CCMs. In addition to the general responsibilities for all CCMs, NAF and center CCMs:

3.7.1. Advocate for enlisted personnel and command policies, morale, training, recognition, and support infrastructure.

3.7.2. Mentor and manage development of NAF staff personnel.

3.7.3. Serve as intermediate manager of training, development and information issues between MAJCOMs and wings.

3.7.4. Work with joint and or combined SELs to support geographically separated units, as required.

3.7.5. Serve as SEL for joint task forces, joint forces, and commander, Air Force forces.

3.7.6. Engage in theater security engagements and building partner capacity activities to establish and build relationships that foster partnerships and interoperability to meet theater strategic objectives and strategy.

3.7.7. Coordinate and execute a quality of life budget and plan.

3.7.8. Coordinate distinguished visitor visits across subordinate and tenant units.

3.7.9. Ensure readiness, deployability, professional development, and training of assigned 8F000s (first sergeant), 9E000s, and 9G100s.

3.7.10. Travel extensively to discuss AF concerns with enlisted members in the field.

3.8. MAJCOM CCMs. In addition to the general responsibilities of all CCMs, MAJCOM CCMs:

3.8.1. Act as a liaison to the MAJCOM CC to resolve issues impacting personnel in the command.

3.8.2. Evaluate the command's approach to enlisted training, professional development, recognition and infrastructure.

3.8.3. Advocate the command's quality of life initiatives and plans to the MAJCOM CC.

3.8.4. Serve as a member on MAJCOM boards and councils and other AF and DoD panels.

3.8.5. Serve as a member of the CMSAF's Air Force SEL Council.

3.8.6. Act as a direct conduit between the CMSAF and the MAJCOM's enlisted force.

3.8.7. Provide recommendations to the CMSAF and MAJCOM CC on future enlisted needs in a changing environment.

3.8.8. Travel extensively to discuss AF concerns with enlisted members in the field.

3.8.9. Engage in theater security engagements and building partner capacity activities to establish and build relationships that foster partnerships and interoperability to meet theater strategic objectives and strategy.

3.8.10. Assist wing CCMs and MAJCOM functional managers with various issues such as retention, manning, and special duties.

3.8.11. Coordinate command issues and concerns with other MAJCOMs.

3.8.12. Brief at wing and squadron CC orientation and training courses.

3.8.13. Coordinate Stripes for Exceptional Performers allocations.

3.8.14. Act as MAJCOM functional manager for the command's 8F000, 9E000 and 9G100 personnel.

3.8.15. Conduct periodic validation of 8F000, 9E000 and 9G100 positions within the command.

3.8.16. Conduct MAJCOM training and orientation for newly assigned CCMs.

3.8.17. Establish and monitor professional development of assigned CMSgts and CCMs; assist AF/AILE in selecting CMSgts for SEL development training and develop subordinate CCMs for future opportunities.

3.8.18. Coordinate with and advise command point of contact on enlisted nominations for higher HQ and key positions.

3.8.19. Oversee MAJCOM developmental special duty process.

3.8.20. Coordinate with MAJCOM first sergeants on all issues affecting first sergeants within the command.

3.8.21. The AFRC/CCC also serves as the Senior Enlisted Advisor to the Chief of the Air Force Reserves.

3.9. National Guard State Command SEL (CSEL).

3.9.1. In addition to the general responsibilities of all CCMs, state CSELs advise TAG on all enlisted matters for both Army and Air National Guard. **(T-2)**.

3.9.2. Work closely with SPPs that foster NCO partnerships with other nations. **(T-2)**.

3.9.3. Provide information to the ANG/CCM concerning personnel training and manpower issues, AF programs, and quality-of-life issues having a significant impact on the enlisted force.

3.9.4. Provide information to the NGB Senior Enlisted Advisor (SEA) concerning personnel training and manpower issues, effectiveness of Army and Air Force programs, and quality-of-life issues having a significant impact on the enlisted force. **(T-2)**.

3.10. Air Force Reserve CCMs. In addition to the general responsibilities of all CCMs, all AFR CCMs:

3.10.1. Serve as member of Senior Enlisted Advisor to Chief of the Air Force Reserve's AF Reserve Senior Enlisted Council.

3.10.2. Act as direct conduit between Senior Enlisted Advisor to Chief of the Air Force Reserve and AFR enlisted force.

3.10.3. Provide recommendations to Senior Enlisted Advisor to Chief of the Air Force Reserve and NAF and center CC on future enlisted needs in a changing environment.

3.10.4. Coordinate Stripes for Exceptional Performers allocations.

3.10.5. Establish and monitor professional development of assigned CMSgts and CCMs; assist AF/REG in selecting CMSgts for SEL development training; and develop subordinate CCMs for future opportunities.

3.10.6. Coordinate with and advise Senior Enlisted Advisor to Chief of the Air Force Reserve and AF/REG on enlisted nominations for higher headquarters and key positions.

3.10.7. The AFRC/CCC also serves as the Senior Enlisted Advisor to the Chief of the Air Force Reserve.

3.11. Joint and combined SELs. In addition to the general responsibilities of all CCMs, joint and combined command SELs:

3.11.1. Communicate directly with the senior enlisted advisor to the Chairman of the Joint Chiefs of Staff on issues impacting the enlisted force and families.

3.11.2. Maintain direct communication with the Service Senior Enlisted Advisors and other joint SELs on issues pertaining to joint service members.

3.11.2.1. Coordinate with other service component SELs.

3.11.2.2. Are familiar with sister service regulations, instructions and directives.

3.11.2.3. Are responsible for coordinating and facilitating joint enlisted professional military education.

3.11.2.4. Monitor, coordinate, and deconflict differing service policies and regulations (administrative and operational).

3.11.3. Serve as SEL for joint task forces and joint force and/or commander, Air Force forces.

3.11.4. Engage in theater security engagements and building partner capacity activities to establish and build relationships that foster partnerships and interoperability to meet theater strategic objectives and strategy.

3.11.5. Serve as a member of the CMSAF's SEL Council.

3.12. Joint Base CCMs (Lead). In addition to the general responsibilities of all CCMs, wing CCMs assigned to a joint installation where the AF is the lead:

3.12.1. Become familiar with the supported service component requirements relating to accompanied and unaccompanied housing management.

3.12.2. Become familiar with unique quality of life requirements of the supported service component and respond to these concerns.

3.12.3. Become familiar with the supported service component's rank structure, military customs and traditions. Complete senior noncommissioned officer (SNCO) Joint Professional Military Education II course within 120 days of assignment as CCM.

3.12.4. Establish communication and regularly meet with supported service component SELs to gain an understanding of unique needs and challenges facing their respective service members.

3.12.5. Encourage participation of SELs at joint partnership council forums on the installation.

3.13. Joint Base CCMs (Tenant). If assigned to a joint installation where the AF is not the lead, the tenant wing CCMs:

3.13.1. Become familiar with the supporting service component's rank structure, military customs and traditions. Complete SNCO Joint Professional Military Education II course within 120 days of assignment as CCM.

3.13.2. Become familiar with joint base regulations, instructions and directives. Monitor, coordinate, and deconflict differing service policies and regulations (administrative and operational).

3.13.3. Establish communication and regularly meet with supporting service component SELs.

3.13.4. Communicate unique mission support requirements or unit capabilities to joint base SELs.

3.13.5. Inform joint base SEL of quality of life issues and coordinate with joint base SELs for resolution.

3.13.6. Participate in joint councils addressing quality of life for AF service members.

3.13.7. Act as a spokesperson for the AF and help educate the supporting service component on AF customs, traditions, and unique mission requirements.

3.13.8. Act as "Host wing CCM" for the respective wing, coordinating hiring for joint base special duty positions.

3.13.9. Manage the base-level AF enlisted recognition program and coordinate with tenant units on feeder program requirements.

3.13.10. Serve as functional manager for Air Force first sergeants, to include oversight of the first sergeant special duty nomination process and the Air Force First Sergeants' council. Attend first sergeant council meetings and be thoroughly familiar with AFI 36-2113.

3.13.11. Coordinate AF distinguished visitor visits with tenant CCMs and units and joint base SELs when appropriate.

3.13.12. Manage AF-specific base enlisted events (professional military graduations, promotion celebrations).

3.13.13. Coordinate with joint base SELs on dormitory integrity and management issues.

Chapter 4

GROUP SUPERINTENDENT

4.1. Position. RegAF and AFR: Group superintendents (9G100) are only authorized at the group-level. Standard and combat wing organizations with a maintenance group, mission support group, operations group, medical group, and training group are authorized a 9G100 while functional groups, such as security forces or communications groups, are authorized a functional CEM code.

4.1.1. ANG: Group superintendents (9G100) are only authorized at the group-level. **(T-1)** Standard and combat wing organizations with a maintenance group, mission support group, operations group, and medical group are authorized a 9G100. Eastern Air Defense Sector (EADS), Western Air Defense Sector (WADS), and Combat Communications Groups (CBCG) with at least 100 enlisted authorizations and two different squadron type codes are authorized a 9G100. Additionally, groups may be authorized a 9G100 by NGB/A1M and NGB/CFC based on wing mission construct. **(T-1)**.

4.1.2. RegAF and AFR only: Group superintendent positions are functionally aligned. CMSgts serving in these positions possess an AFSC CEM code assigned to the functional group. Wing staff CMSgts, to include finance, equal employment opportunity, public affairs, legal, and first sergeants are considered for mission support group superintendent positions.

4.1.3. AFR Only: AFRC/A1M establishes the manpower determinant to quantify group superintendent requirements.

4.1.4. CMSgts assigned to a 9G100 unit manning document position have 9G100 as their control and duty AFSCs. The member's primary AFSC is not to be changed to 9G100. CMSgts serving temporarily as group superintendents on a fill-in basis are not awarded the reporting identifier 9G100.

4.1.5. To earn a group superintendent authorization the organizational structure must meet one of the following criteria:

4.1.5.1. RegAF and AFR only: If designated as an air base group (independent group) the unit must have a minimum of 100 enlisted funded authorizations to include any attached subordinate unit enlisted positions. **(T-1)**.

4.1.5.2. RegAF only: If designated as a dependent group, excluding medical groups, (level of command between a wing and squadron), the unit must have a group commander, two or more subordinate squadrons, and a minimum adjusted population of at least 400 personnel. **(T-1)**.

4.1.5.3. ANG and AFR only: If designated as a dependent group, excluding medical groups, (level of command between a wing and squadron), the unit must have a group commander, two or more subordinate squadrons, and a minimum adjusted population of at least 200 personnel. **(T-1)**.

4.1.5.4. RegAF only: If designated as a medical group, the unit must report to the wing, be structured per the medical group standards, and have multiple subordinate units. **(T-1)**.

4.1.5.5. RegAF and AFR: Adjusted populations may include manpower authorizations, average daily student load, and a percentage of the contractor workforce.

4.1.6. Groups having squadrons with all the same organizational type codes are considered functional groups and earn a group superintendent with a functional CEM code.

4.2. Group Superintendent Selection Process.

4.2.1. RegAF only: Eligibility. Group superintendents are functional leaders who provide leadership and management in organizing, equipping, and training personnel assigned to the unit. Group superintendent requirements are advertised and filled using the Commander Involvement Program hiring process.

4.2.2. RegAF and AFR: Group superintendent positions are filled by those members serving in the grade of Chief Master Sergeant. Group superintendents should be experienced and well broadened. CMSgt-selects are considered on a case-by-case basis. Selection of CMSgt-selects to serve as a group superintendent require a waiver request memorandum, outlining the justification for the CMSgt-select to serve in the capacity of 9G100. The waiver request memorandum is required from the member's senior rater through the:

4.2.2.1. RegAF: MAJCOM CCM to AF/A1LE.

4.2.2.2. DELETED.

4.2.2.3. AFR: NAF CCM to AF/REG.

4.2.3. RegAF. MAJCOM/A1 and AF/A1LE validate and advertise all group superintendent positions.

4.2.4. AFRC/A1 validates all group superintendent positions and AF/REG advises.

4.2.5. Establishing a minimum tour provides continuity to the unit and the Airman's family. The minimum tour length is no less than 12 months and CMSgts may become eligible for assignment action or AF-wide force shaping initiative in their core CEM code (AFSC) after this period.

4.2.5.1. RegAF. Commanders and MAJCOM/A1 should contact AF/A1LE to determine assignment vulnerability and eligibility of potential candidates to serve as group superintendents prior to the selection and announcement of hire. CMSgts serve as a group superintendent at the discretion of their commander and best interest of the AF, normally three years in length. Upon completion of group superintendent duties, CMSgts may be reassigned locally, complete a permanent change of station (PCS), or retire.

4.2.5.2. AFR. 9G100 group superintendents serve at the discretion of their commander and in the best interest of the Air Force. 9G100 tours are normally three years in length. At completion of initial tour, 9G100 group superintendents may be reassigned locally, PCS, retire, or request an extension. Extension requests are submitted to AF/REG six months prior to the 9G100 tour termination. Tenure for 9G100s is limited to six years in the same location.

4.2.5.3. ANG: Eligibility. Group superintendents should be experienced and well broadened. Tenure for 9G100 should be a minimum of two years and a maximum of six years. Tenure up to six years is at the discretion of the respective group commander. (T-1).

4.2.5.3.1. Wing commander may request an extension beyond six years to meet wing mission requirements. Extension requests are submitted to NGB/SELMO six months

- prior to the 9G100 tour termination. NGB/SELMO coordinates with the ANG CCM for all extension requests. **(T-1)**.
- 4.2.5.3.2. All group superintendent candidates must possess an associate's degree or higher from a nationally or regionally accredited academic institution and must have previously attended the ANG CMSOC. **(T-1)**.
- 4.2.5.3.3. Promotion-eligible Senior Master Sergeants will be considered on a case-by-case basis after all other options have been exhausted. **(T-1)**. Senior Master Sergeants with an approved waiver should be promoted to Chief Master Sergeant prior to being assigned or assuming duties as a group superintendent. **(T-1)**.
- 4.2.5.3.4. Senior Master Sergeants with an approved waiver must attend the ANG CMSOC no later than six months from assignment to the 9G100 position. **(T-1)**.
- 4.2.5.3.5. AGR Senior Master Sergeants selected for group superintendent positions must have a Chief Master Sergeant AGR control grade available in a timeframe that allows the selectee to be promoted and attend the next available ANG CMSOC no later than six months from assignment. **(T-1)**.
- 4.2.5.3.6. **(Added)** Selection of a promotion-eligible Senior Master Sergeant to serve as a group superintendent requires a waiver request memorandum outlining the justification for the Senior Master Sergeant to serve in the capacity of 9G100. **(T-1)**.
- 4.2.5.3.7. **(Added)** The waiver request memorandum for the promotion-eligible Senior Master Sergeant selected to serve as a group superintendent must include the requesting organization's force management and development plan. **(T-1)**.
- 4.2.5.3.8. **(Added)** The waiver request memorandum for the promotion-eligible Senior Master Sergeant is required from the senior rater for group superintendent selections through NGB/SELMO to the ANG CCM. **(T-1)**.
- 4.2.5.3.9. **(Added)** ANG. State JFHQ validate and advertise all group superintendent positions. **(T-2)**.
- 4.2.6. CMSgts successfully serving as group superintendents for a minimum period of six months are eligible to deploy in 9G100 positions unless a waiver is submitted from the CMSgts' respective senior raters with justification to:
- 4.2.6.1. RegAF: MAJCOM CCM to AF/A1LE for approval.
- 4.2.6.2. ANG: NGB/SELMO to the ANG CCM (NGB/CFC) for approval. **(T-1)**.
- 4.2.6.3. AFR: AFR CCM to AF/REG for approval.
- 4.2.7. CMSgts are not authorized award of the 9G100 reporting identifier based on deployment duties unless selected for a 9G100 365-day deployment requirement.
- 4.2.8. CMSgts who have been awarded the 9G100 identifier but have not served in the position for a minimum period of at least 6 months must have the identifier withdrawn from their duty history. **(T-1)**.
- 4.2.8.1. RegAF: AF/A1LE may be delegated duties as the functional manager by the CMSAF for all 9G100s.

4.2.8.2. ANG: NGB/SELMO may be delegated duties as the functional manager by the ANG CCM for all ANG 9G100s. Wing CCMs will maintain oversight of the 9G100s in their wing. **(T-1)**.

Table 4.1. Funding for ANG Group Superintendents (9G100).

Funding	Selection
9G100 Positions are funded for:	TAG may select 9G100 positions from:
ANG Enlisted – Resource Identifier Code (RIC)	ANG Enlisted – Drill Status Guardsman RIC 0128
	ANG Enlisted – Active Guard and Reserve (AGR) RIC 0148
	ANG Title 32 - Civilian Technician RIC 0170
<p>Note: Per the current/approved Air National Guard Manpower Standard, groups are authorized to utilize a full-time 9G100 in lieu of another Commander Support Staff requirement, i.e., 1 of the 5 full-time requirements earned in a typical operations group can be a 9G100 as long as they do not exceed the total of 5.</p> <p>Medical Groups in the ANG are not authorized CSS and the Wing/MSG are expected to perform this workload.</p>	

4.2.8.2.1. Selection by TAG of ANG enlisted AGR RIC 0148 or ANG Civilian Technicians RIC 0170 requires reallocation of funding to meet the 9G100 authorization change. Further guidance on assignment placement is contained in AFI 36-2110. For assistance with funding exceptions, contact NGB/A1M, Manpower, Organization and Resources Division. For assistance with technician assignment issues contact J1-TN, Technician Personnel Management Division. **(T-2)**.

4.2.8.2.2. NGB/A1P, Force Management Division, through NGB/CFC publish additional guidance to ANG authorization and assignment policy on ANG 9G100 actions. **(T-1)**.

4.2.8.2.3. **(Added)** Upon 9G100 selection, assigned state Military Personnel Management Office (MPMO) will send notification requests to NGB/SELMO. The state MPMO will ensure all AF Form 2096 requirements for assignment are accomplished. **(T-1)**.

4.2.8.2.4. **(Added)** Upon assignment, the control and duty AFSCs should reflect 9G100. Group superintendents are not permitted to perform duty outside of the 9G100 reporting identifier. **(T-1)**.

4.2.8.3. AFR. AF/REG may be delegated duties as the functional manager by AFRC/CCC for all AFR 9G100s. NAF/CCCs have oversight of the 9G100s in their respective NAFs.

Chapter 5

GROUP SUPERINTENDENT ROLES AND RESPONSIBILITIES

5.1. General. The group superintendent is the SEL within the group and is a key member of the group's leadership team. Group superintendents are the commander's key enlisted advisors on operational effectiveness and the organization, training, and equipping of enlisted Airmen. They ensure the commander's directions and policies are carried out and the Airmen understand and are dedicated to the mission of the command. They are responsible for the professional development and proper utilization of the group's enlisted force. They work in concert with other enlisted leaders such as squadron superintendents, squadron career enlisted managers and first sergeants to oversee the readiness, training, health, morale, welfare and quality of life of assigned personnel.

5.2. Group Superintendents:

- 5.2.1. Provide general supervision of the organization's enlisted force.
- 5.2.2. Understand AF doctrine and core leadership competencies and communicate these to the force.
- 5.2.3. Understand the operation and mission of the organization and all subordinate elements and ensure the enlisted Airmen understand the command's mission and their role in executing that mission.
- 5.2.4. Represent the commander at various meetings.
- 5.2.5. Serve as active members of the Crisis Action Team, senior staff meetings, and other senior leader forums within the organization.
- 5.2.6. Serve as an active participant on advisory councils and boards (e.g. base advisory, enlisted advisory council).
- 5.2.7. Regularly visit enlisted Airmen in the group.
- 5.2.8. Monitor the group's status of discipline and advise the commander on matters of compliance with AF standards, disciplinary actions, promotion withholds and ongoing investigations (i.e., inspector general, security forces, Office of Special Investigations, and commander-directed) as necessary.
- 5.2.9. Establish and maintain rapport with commanders, other CMSgts and senior enlisted personnel.
- 5.2.10. Maintain professional relationships with subordinate commanders and work in concert in order to accomplish the mission.
- 5.2.11. Interact with sister service counterparts as required.
- 5.2.12. Ensure the enlisted force is trained, equipped and prepared to meet deployment requirements.

5.2.13. Evaluate the quality of enlisted leadership, management and supervisory training by visiting, briefing, and sitting on panels for professional military education facilities, First Term Airman Center, professional enhancement programs (enlisted, civilian and officer, when applicable), professional organizations, career assistance advisors, and junior enlisted councils. Additionally, they review the curricula and effectiveness of the enlisted developmental programs.

5.2.14. Assist in the professional growth and mentoring of civilian and officer supervisors of enlisted, the organization's junior officers, and new squadron commanders, as required.

5.2.15. Evaluate, oversee, and support enlisted professional military education, retention efforts, professional enhancement programs, off-base recruitment efforts, and dormitory management.

5.2.16. Advise the group commander on enlisted promotions and performance reports.

5.2.17. Maintain a robust quarterly and annual recognition program.

5.2.18. Actively lead in the organization's fitness program.

5.2.19. Perform other duties as required and directed by their commander.

5.2.20. RegAF only - Support and advise squadron commanders and superintendents prior to enlisted force distribution panels on promotion eligible Airmen's performance and potential to serve in the next higher grade. Assist and advise in the selection and nomination of enlisted Airmen for positions of greater responsibility, to include the developmental special duty nomination process.

Chapter 6

HOUSING

6.1. Key and Mission Essential. CCMs are key and mission essential personnel and as such, they should reside on the military installation. Guidance on key and mission essential housing requirements is provided in AFI 32-6000, *Housing Management*, paragraph 2.10..

6.1.1. Commanders should maintain dedicated CCM housing on the installation that is appropriate for CCM duties and responsibilities.

Chapter 7

AIR FORCE SENIOR ENLISTED LEADER COUNCIL (AFSELC)

7.1. AFSELC. The AFSELC is an action group and advisory board composed of the CMSAF, AF CMSgts serving in the joint and combined command SEL roles, MAJCOM CCMs and certain other SELs as directed by the CMSAF. In addition to joint and combined SELs and MAJCOM CCMs, the following members are a permanent part of the AFSELC. The CMSAF can add or remove members on an as-needed basis.

- 7.1.1. Command Chief, Air National Guard.
- 7.1.2. Command Chief, Air Force District of Washington.
- 7.1.3. Command Chief, United States Air Force Academy.

7.2. Roles and Responsibilities. AFSELC members under CMSAF leadership:

- 7.2.1. Elevate the caliber and performance of enlisted Airmen through deliberate development initiatives.
- 7.2.2. Develop solutions to the highest-priority issues and opportunities affecting enlisted Airmen and families.
- 7.2.3. Counsel and advise SecAF, CSAF, and senior AF commanders and leaders.
- 7.2.4. Through the Secretary of the Air Force Administrative Assistant (SAF/AA), conduct liaison with Air Force Association (AFA) and the Air Force Sergeants Association on matters of mutual interest.

7.3. AFSELC Advisors. The following members attend AFSELC meetings on an as-needed basis in an advisory capacity. The CMSAF can add or remove members on an as-needed basis.

- 7.3.1. Command Chief, Air Force Personnel Center.
- 7.3.2. Command Chief, AF Office of Special Investigations.
- 7.3.3. Chief, Air Force Enlisted Developmental Education.
- 7.3.4. Chief, Enlisted Force Policy Branch.
- 7.3.5. Chief, Secretary of the Air Force Manpower and Readiness.
- 7.3.6. Chief, Enlisted Force Development.
- 7.3.7. Chief, Air Force Chief Master Sergeant Management Office.
- 7.3.8. Superintendent, Secretary of the Air Force / Chief of Staff of the Air Force Executive Action Group.
- 7.3.9. Deputy Chief of Staff for Manpower, Personnel, and Services SEL
- 7.3.10. Select AF SELs and Career Field Managers

7.4. ANG Enlisted Field Advisory Council (ANG EFAC). ANG EFAC is comprised of CSEL, state and wing CCMs from seven geographic areas within the states, territories, and the District of Columbia. ANG EFAC serves as field advisors to the ANG CCM on enlisted force issues affecting all titles and statuses. (T-1).

7.5. Air Force Reserve Senior Enlisted Leader Council. Composed of AFR NAF/ARPC CCMs, CMSgts from various functional areas, and certain other SELs as directed by the AFRC/CCC.

Chapter 8

AIR FORCE ENLISTED COUNCIL (AFEC)

8.1. AFEC. The AFEC is comprised of the current 12 Outstanding Airmen of the Year (12 OAY). The AFSELC provides mentorship and oversight of the 12 OAY.

8.2. Roles and Responsibilities. The members of the AFEC are role models and represent the entire enlisted force. They serve as enlisted ambassadors, representing and assisting the AF in enlisted recruiting and retention issues. All members adhere to the highest standards, professionalism and diplomacy. Additionally, council members:

8.2.1. Share their experiences with local First Term Airman Centers, Airman Leadership Schools, Noncommissioned Officer Academies, Top 3, First Four, Chiefs' Group, and First Sergeants' Council.

8.2.2. Work with their CCM to discuss and schedule recruiting and retention opportunities.

8.2.3. May be selected to travel with the CMSAF for recruiting and retention opportunities.

8.3. 12 OAY Recognition Banquet and AFA National Convention. The AF honors the 12 OAY at the Outstanding Airmen of the Year Banquet held in conjunction with the AFA National Convention. 12 OAY selectees attend the annual AFA National Convention, the Outstanding Airmen of the Year Banquet, the AF Anniversary Ball and meet with military leaders, senior civic leaders, AFA leaders, members and the AFSELC.

8.3.1. One to two members of the prior year 12 OAY may be selected, by the CMSAF, to help transition and mentor the 12 OAY selectees during the annual AFA National Convention.

8.3.2. Each 12 OAY is authorized to bring their spouse, family member, or one person of their choosing. This guest accompanies the OAY to the banquet and participates in sponsored events. The awards and anniversary banquets are formal events. Military spouses wear service dress uniform for the awards banquet (only OAY are in mess dress) and mess dress or semi-formal uniform to the AF Anniversary Ball. Civilian guests wear formal evening attire. Relatives, coworkers and friends not serving as an escort may make reservations to attend the banquet. The Office of the CMSAF, in conjunction with the AFA, provide itinerary information.

8.4. Council Meetings. After the AFA Conference, 12 OAY members selected may have the opportunity to attend and participate in AFEC forums, meetings, discussions and events.

8.4.1. These are AF-sponsored and unit-funded temporary duty (TDY) for those selected to attend.

8.4.2. The 12 OAY maintain communication throughout the year with each other and their MAJCOM CCM. 12 OAY keep the Office of the CMSAF informed regarding PCS, separation, retirement, TDY, commissioning or deployments.

8.5. Funding.

8.5.1. AFEC TDYs are unit funded in accordance with Air Force Manual 36-2806, *Awards and Memorialization Program*.

8.5.2. Although some members may have engagement opportunities within their command, AFEC TDYs approved by the Office of the CMSAF are unit funded.

8.5.3. This instruction does not authorize funding for spouse for family member travel to AFEC meetings or to any other meetings that do not mandate spouse participation through an approved agenda.

Chapter 9

CMSAF SENIOR ENLISTED STATESMEN COUNCIL (SESC)

9.1. SESC. The SESC is comprised of the former CMSAFs, Senior Enlisted Statesmen, and a select group of advisors made up of retired SELs.

9.2. SESC Events. These events provide the current CMSAF an opportunity to spread the AF message, seek mentorship, guidance and one-on-one feedback.

9.3. SESC Meetings. Meetings are scheduled and funded by the CMSAF office.

JOHN A. FEDRIGO, SES
Principal Deputy Assistant Secretary
(Manpower and Reserve Affairs)

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

AFI 32-6000, *Housing Management*, 18 March 2020

AFI 33-322, *Records Management and Information Governance Program*, 23 March 2020

AFI 36-2110, *Total Force Assignments*, 5 October 2018

AFI 36-2113, *The First Sergeant*, 11 June 2020

AFI 36-2502, *Airmen Promotion/Demotion Programs*, 12 December 2014

AFI 36-2502, *Airmen Promotion/Demotion Programs*, 16 April 2021

AFI 36-2903, *Dress and Personal Appearance of Air Force Personnel*, 7 February 2020

AFMAN 36-2806, *Awards and Memorialization Program*, 10 June 2019

AFPD 36-21, *Utilization and Classification of Military Personnel*, 22 August 2019

DAFI 33-360, *Publications and Forms Management*, 1 December 2015

Prescribed Forms

None

Adopted Forms

AF Form 847, *Recommendation for Change of Publication*

AF Form 2096, *Classification/On-the-Job-Training Action*

Abbreviations and Acronyms

AF—Air Force

AFA—Air Force Association

AFEC—Air Force Enlisted Council

AFR—Air Force Reserve

AFRC—Air Force Reserve Command

AFSC—Air Force Specialty Code

AFSELC—Air Force Senior Enlisted Leader Council

(Added) AGR—Active Guard and Reserve

ANG—Air National Guard

(Added) CBCG—Combat Communications Groups

CCC—Functional office symbol for CCMs

CCM—Command Chief Master Sergeant

(Added) CCMSTC—Command Chief Master Sergeant Training Course
CEM—Chief Enlisted Manager

(Added) CFC—Functional office symbol for ANG CCM
CMSAF—Chief Master Sergeant of the Air Force
CMSgt—Chief Master Sergeant

(Added) CMSOC—Chief Master Sergeant Orientation Course
(Added) CSAF—Chief of Staff of the Air Force
CSEL—Command Senior Enlisted Leader

(Added) CSM—Command Sergeant Major
(Added) DANG—Director of the Air National Guard
DoD—Department of Defense

DRU—Direct reporting unit
EFAC—Enlisted Field Advisory Council
HQ—Headquarters

(Added) JFHQ—Joint Force Headquarters
MAJCOM—Major Command

(Added) MPMO—Military Personnel Management Office
NAF—Numbered Air Force
NCO—Noncommissioned Officer
NGB—National Guard Bureau

OAY—Outstanding Airmen of the Year
PCS—Permanent Change of Station
REGAF—Regular Air Force

(Added) RIC—Resource Identifier Code
SDAP—Special Duty Assignment Pay
SecAF—Secretary of the Air Force
SEL—Senior Enlisted Leader
SELMO—Senior Enlistment Management Office
SESC—CMSAF Senior Enlisted Statesmen Council
SLCMS—Senior Leader Career Management System
SNCO—Senior Noncommissioned Officer
(Added) SPP—State Partnership Program

(Added) TAG—The Adjutant General

TDY—Temporary duty